



THE GC INDEX®

TEAM PROFILE

EXAMPLE FULL TEAM REPORT

GLOBAL TEAM

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THE GC INDEX®

DIMENSIONS

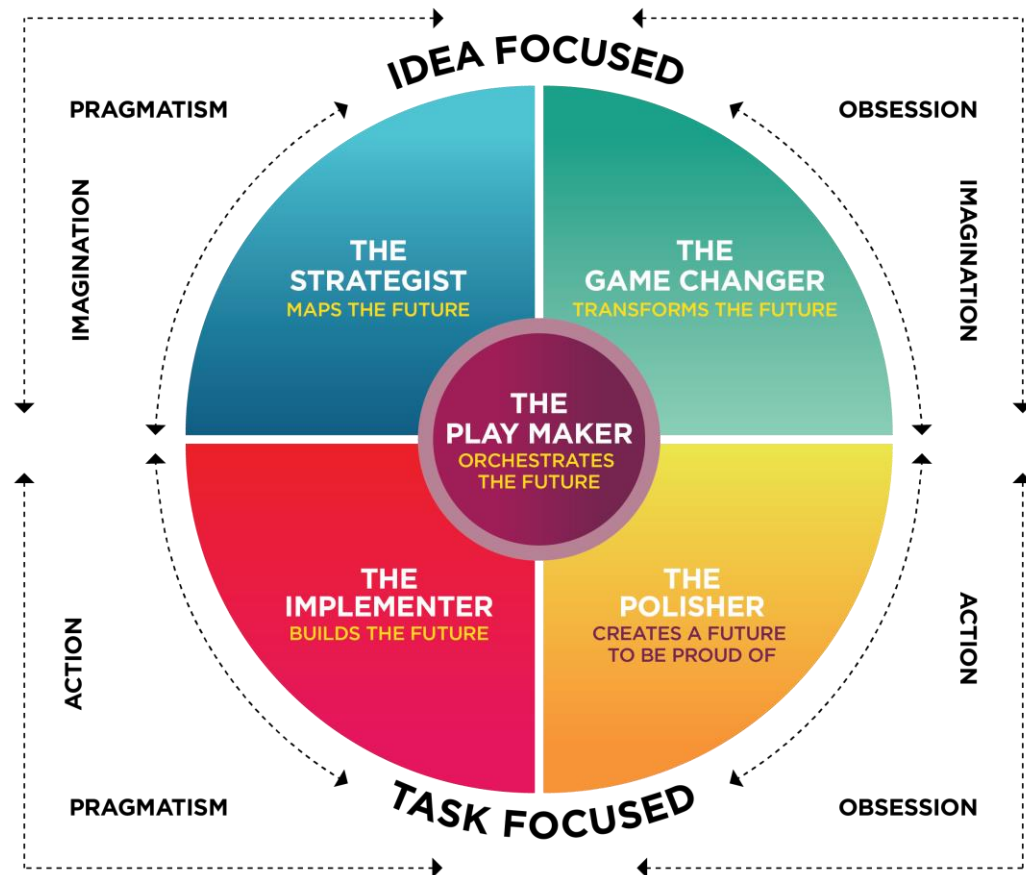
Research shows that people differ when it comes to their proclivities for making a positive *impact* on their world.

These differences, when it comes to making an impact, are underpinned by an individual's **energy**:

- For original thinking - *Imagination*
- To deliver practical outcomes - *Pragmatism*
- For getting things right - *Obsession*
- To get things done - *Action*

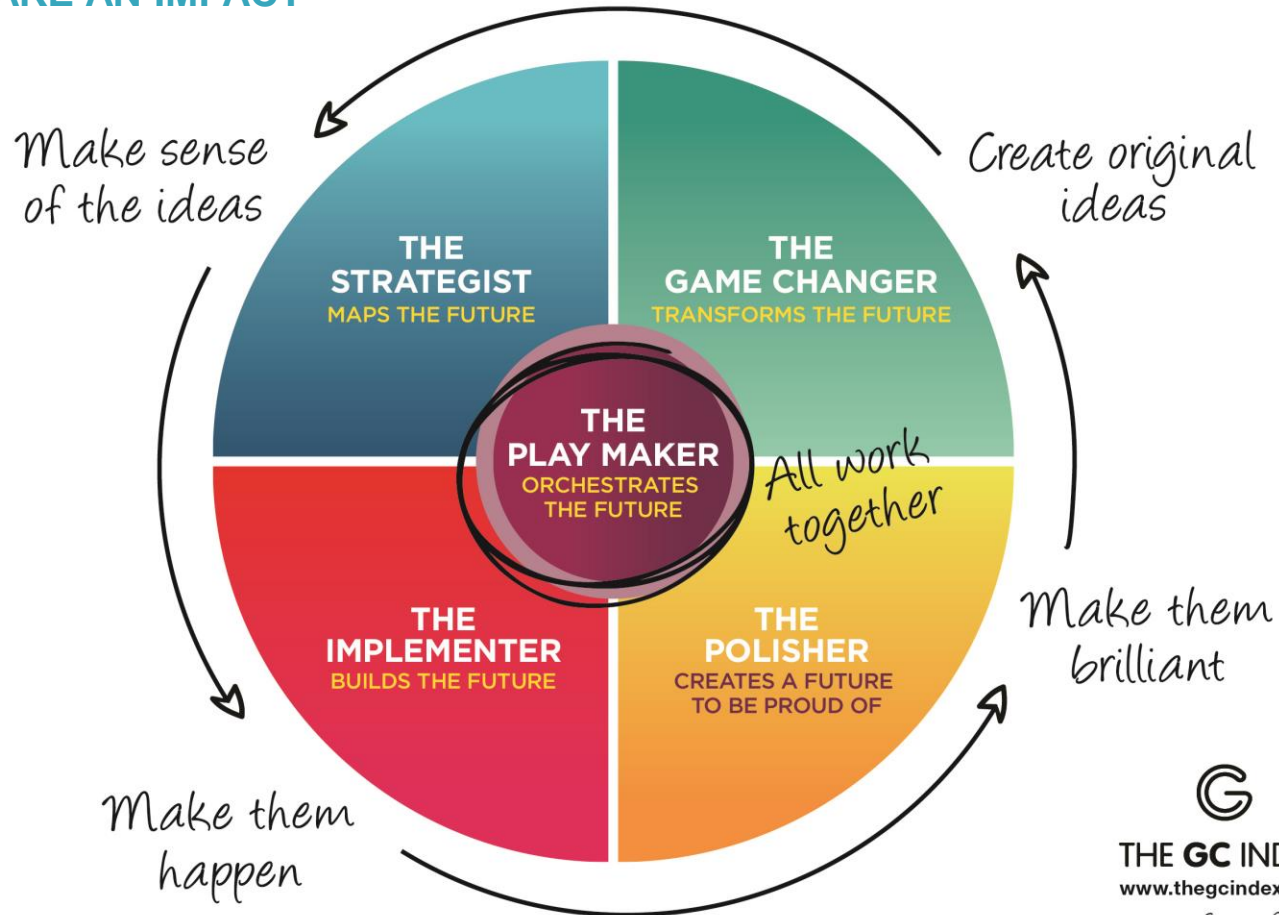
THESE DIFFERENCES ARE MANIFEST AS ENGAGEMENT WITH:

- **IDEAS AND POSSIBILITIES:**
 - *Strategists and Game Changers*
- **TANGIBLE OUTCOMES AND THE PURSUIT OF EXCELLENCE:**
 - *Implementers and Polishers*
- **A DRIVE TO CREATE COLLABORATIVE ENDEAVOUR AND COLLECTIVE CONTRIBUTION:**
 - *Play Makers*



THE GC INDEX®

EVERYONE CAN MAKE AN IMPACT



THE GC INDEX
www.thegcindex.com

Not everyone is a Game Changer but everyone can make a game-changing impact

THE GC INDEX HELPS TEAMS MAKE BETTER DECISIONS IN ALL OF THESE PROJECT AND PROCESS AREAS

STRATEGY & BUSINESS	ORGANISATION & CULTURE
BUSINESS STRATEGY	CULTURE TRANSFORMATION PROGRAMMES
MANAGEMENT CONSULTING	EQUALITY, DIVERSITY & INCLUSION
MARKETING & BRANDING	OPERATIONAL IMPROVEMENT
MERGERS & ACQUISITIONS	ORGANISATIONAL DESIGN & DEVELOPMENT
SALES & GROWTH	WELLBEING
HR & TALENT	CHANGE & TRANSFORMATION
LEADERSHIP COACHING & DEVELOPMENT	CHANGE MANAGEMENT
RECRUITMENT	DIGITAL TRANSFORMATION
TALENT DEVELOPMENT	INNOVATION PROGRAMMES
TEAM COACHING & DEVELOPMENT	PROJECT & PROGRAMME MANAGEMENT
YOUNG PEOPLE DEVELOPMENT	TECHNOLOGY & SOFTWARE SOLUTIONS



SECTION 1

INDIVIDUAL PROFILES

HEADLINE

OBSERVATIONS

OBJECTIVES FOR THIS INITIATIVE

- This is a newly formed team who have some co-located members but are globally distributed.
- They are coming together to provide operational quality expertise, business process & project management and so need to influence stakeholder within the division without authority, work to high standards of compliance and operational processes and ways of working.
- This team aims to provide the division with structure, stability, resilience, protection, guidance and to enable flawless performance.

GLOBAL TEAM - INDIVIDUAL THE GC INDEX PROFILES



GLOBAL TEAM

OBSERVATIONS OF INDIVIDUALS

A

NAME has a balanced profile suggesting adaptability when it comes to making a contribution to the team. Her contributions will be shaped by her Play Maker proclivity: at her best she will bring energy to nurturing a team climate of collaboration. As a Strategist/Play Maker she will want the team to feel aligned to agreed objectives. As a Play Maker/Implementer, she will want the team to 'pull together' to get things done and to a high standard when it matters: Play Maker/Polisher.

B

NAME has an Implementer/Play Maker profile. Her contributions will be shaped by her Play Maker proclivity: at her best she will bring energy to nurturing a team climate of collaboration. As an Implementer/Play Maker she will want the team to 'pull together' when it comes to getting things done. As a Play Maker/Polisher, she will want the team to take a collective pride in their efforts and achievements.

C

NAME has an Implementer/Polisher profile. As a Polisher, she will bring energy to the team for review, learning, continuous improvement and the 'pursuit of excellence'. As an Implementer, she will bring energy and urgency to a pragmatic focus upon 'good enough' delivery. She is likely to be seen as dependable in this regard, a 'safe pair of hands'.

D

NAME has a Game Changer/Play Maker profile. Her contributions will be shaped by her Play Maker proclivity: at her best she will bring energy to nurturing a team climate of collaboration. As a Game Changer/Play Maker she will want the team to be open to new ideas and creative possibilities. She is likely to be a source of original thinking for the team.

GLOBAL TEAM

OBSERVATIONS OF INDIVIDUALS

E

NAME has an Implementer/Strategist profile. As an Implementer she will bring energy and urgency to getting things done; she is likely to be seen as dependable in that regard. Given her Strategist proclivity, she is likely to be at her best when there is clarity of direction and focus; she will want to feel purposeful in that regard.

G

NAME has an Implementer/Game Changer profile. As an Implementer, she will bring energy and urgency to a pragmatic focus upon 'good enough' delivery. She is likely to be seen as dependable in this regard, a 'safe pair of hands'. Given her Game Changer proclivity, she is also likely to be open to new ideas and possibilities that have practical applications; the combination of her Game Changer and Implementer proclivities.

F

NAME has a balanced profile suggesting adaptability when it comes to making a contribution to the team. Her contributions will be shaped by her Play Maker proclivity: at her best she will bring energy to nurturing a team climate of collaboration. As a Strategist/Play Maker she will want the team to feel aligned to agreed objectives. As a Play Maker/Game Changer, she will want the team to be open to new ideas and possibilities when it comes to achieving its objectives.

H

NAME has a Strategist/Polisher profile. Given his Strategist proclivity, he will want to feel influential when it comes to shaping the team's strategy. As a Strategist/Polisher, he will want the team to 'think things through' as a basis for action. He will want to bring a degree of rigour to debate and decision making. As an Implementer he will also have some energy for 'good enough' delivery.

THE GC INDEX®

UNDERSTANDING INDIVIDUAL PROFILES - MULTI DIMENSIONAL IMPACT

Your approach to making an impact in a role, team or organisation will reflect the ways in which your proclivities interact with, and complement, each other. This complementary relationship is visualised in the graphic to the right.

Start by looking at the higher scores in your GC Impact Profile. These proclivities will come together to shape the way in which you best want to make an impact i.e. **your Impact Style**.

In the following pages you will see **all 20 GC Index Impact Styles** which highlight the multi-dimensional impact that different people have the potential to make. There is no one Impact Style better than another - we all have a positive impact to make.

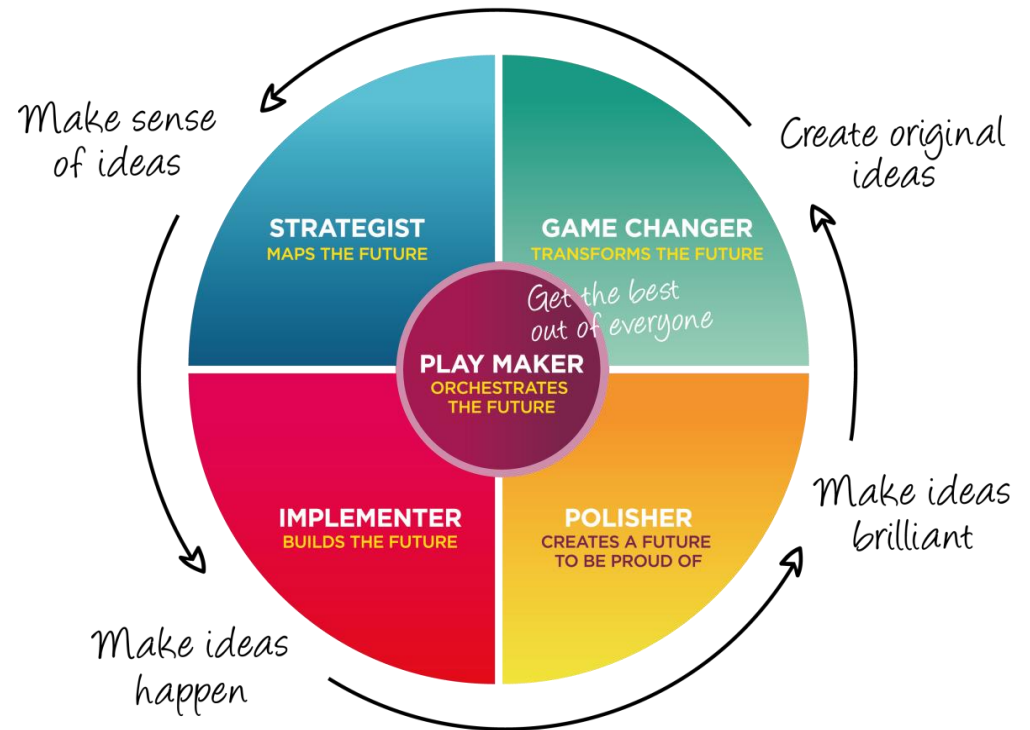
Explore the ways in which your higher scoring proclivities can, dependent upon context, be an asset or a liability and the ways in which lower scoring proclivities, again dependent upon your context, can be an asset or a liability.

When it comes to maximising your own impact, the simple equation is:

$$\text{IMPACT} = \text{PROCLIVITIES} + \text{SKILL SET}$$

You will be at your most impactful when you have the skills needed to channel your proclivities into the contribution you want to make in your world.

Please explore this further with your Assigned GCologist.



UNDERSTANDING INDIVIDUAL PROFILES - MULTI DIMENSIONAL IMPACT

STRATEGIST/PLAY MAKER

Align teams to common goals

They are at their best when they articulate a compelling picture of the future and **align others to common goals** that can achieve that future.



PLAY MAKER/STRATEGIST

Facilitate the strategic debate

They are at their best when they are **facilitating the strategic debate** in teams, helping people to determine and align to, shared objectives. They are inclusive and involving.

STRATEGIST/GAME CHANGER

Evaluate creative ideas through a strategic lens

They are at their best when assessing creative possibilities that can shape and support the achievement of their strategic vision. They will **evaluate new ideas through a strategic lens**.



GAME CHANGER/STRATEGIST

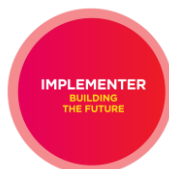
Create ways to achieve strategic goals

They are at their best when they focus their **creative thinking upon the enrichment of strategic objectives**, bringing transformational possibilities to that endeavour.

STRATEGIST/IMPLEMENTER

Shape actionable strategic plans

They are at their best when they are **clarifying actionable plans**. They shape strategic objectives and plans to deliver them, bringing direction to action and structure to delivery.



IMPLEMENTER/STRATEGIST

Make strategy happen

At their best they bring a **purposeful focus to aligned action**. The 'why' of action matters to them. They get things done in a way that supports the achievement of strategic goals.

GAME CHANGER/PLAYMAKER

Influence other's views on creative possibilities

They are at their best when they engage and enthuse others with creative ideas. They will **influence other's views on what is possible** when it comes to transforming the future.



PLAY MAKER/GAME CHANGER

Facilitate the process of creativity and invention

At their best they facilitate the **process of creativity and invention**. They are alert to new ideas and possibilities that can transform the future and seek to align others to those possibilities.

GAME CHANGER/POLISHER

Creatively driving new ideas

At their best they understand what it will take to deliver creative ideas to the highest possible standards. They **creatively drive progress** recognising that others may not always see what they see.



POLISHER/GAME CHANGER

Relentlessly progressing ideas

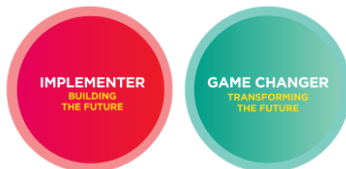
At their best they are open to new ideas and possibilities. They value creativity and innovation and will bring energy to **relentlessly progressing ideas**. They will want to deliver to a high standard.

UNDERSTANDING INDIVIDUAL PROFILES - MULTI DIMENSIONAL IMPACT

IMPLEMENTER/GAME CHANGER

Convert ideas into tangible outcomes

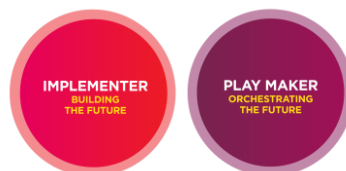
At their best they are engaged by transformational possibilities and will bring energy to **converting ideas into tangible outcomes**; they see what's possible in a practical sense.



IMPLEMENTER/PLAY MAKER

Get things done with others

At their best they bring energy and urgency to **getting things done with others**. They 'lead by example' and are role models in this regard.



POLISHER/PLAY MAKER

Set high standards to get the best from others

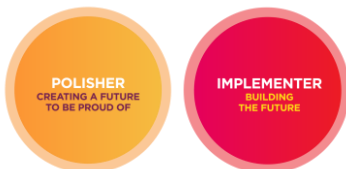
At their best, they are role models for the 'pursuit of excellence'. They focus on **setting high standards to help others perform**. They can be inspirational in this regard.



POLISHER/IMPLEMENTER

Get things done to a high standard

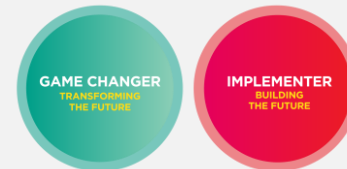
At their best, they will bring energy to **getting things done to a high standard** - the 'pursuit of excellence'. They seek to standardise excellent performance.



POLISHER/STRATEGIST

Bring the evidence to shape decision making

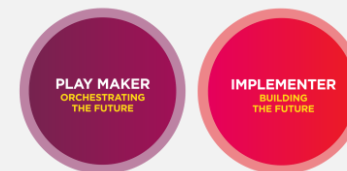
At their best, they bring rigour to the strategic debate, asking the questions and **bringing the evidence to shape conversation**. They seek to put quality at the heart of strategic thinking.



GAME CHANGER/IMPLEMENTER

Solve problems creatively

At their best they bring energy to **solving problems creatively**. They see transformational possibilities and have the enthusiasm to turn them into a reality.



PLAY MAKER/IMPLEMENTER

Deliver outcomes through collaboration

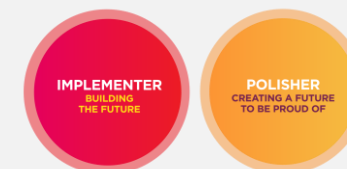
At their best, they are effective at delivering through others; helping individual and teams focus upon what needs to be done. They **develop others through collaborative action**.



PLAY MAKER/POLISHER

Inspire high performance

At their best, they will get the very best from others. They **inspire high performance** and then seek to collaboratively deliver on those aspirations..



IMPLEMENTER/POLISHER

Get things done consistently

At their best, they bring energy to **getting things done consistently**. They recognise when something is "good enough" but appreciate when something has to be done to the highest possible standard.



STRATEGIST/POLISHER

Bring rigour to strategic decision making

At their best, they test their 'big picture' view of the world by looking at the evidence, the reality of their world. They **ensure the strategic approach is robust**.

THE TEAM SNAPSHOT REPORTS

THE GC INDEX DATA FOR YOUR TEAM IS BROKEN DOWN INTO FOUR DIFFERENT REPORTS, EACH WITH A UNIQUE FOCUS.

INCLUSIVE IMPACT

Includes the highest proclivity of each person in the team and focusses on the collective energy that can be harnessed to deliver the best possible outcomes for the team.

This view is the aggregate of highest individual GC Index scores across your team.

DOMINANT IMPACT

Focusses on the dominant energy within your team and how this can work for the team and potentially how it can work against it.

This view is an aggregate of individual GC Index scores of 7 and above across your team.

POTENTIAL IMPACT

Focusses on the energy that could be harnessed to unlock potential across your team.

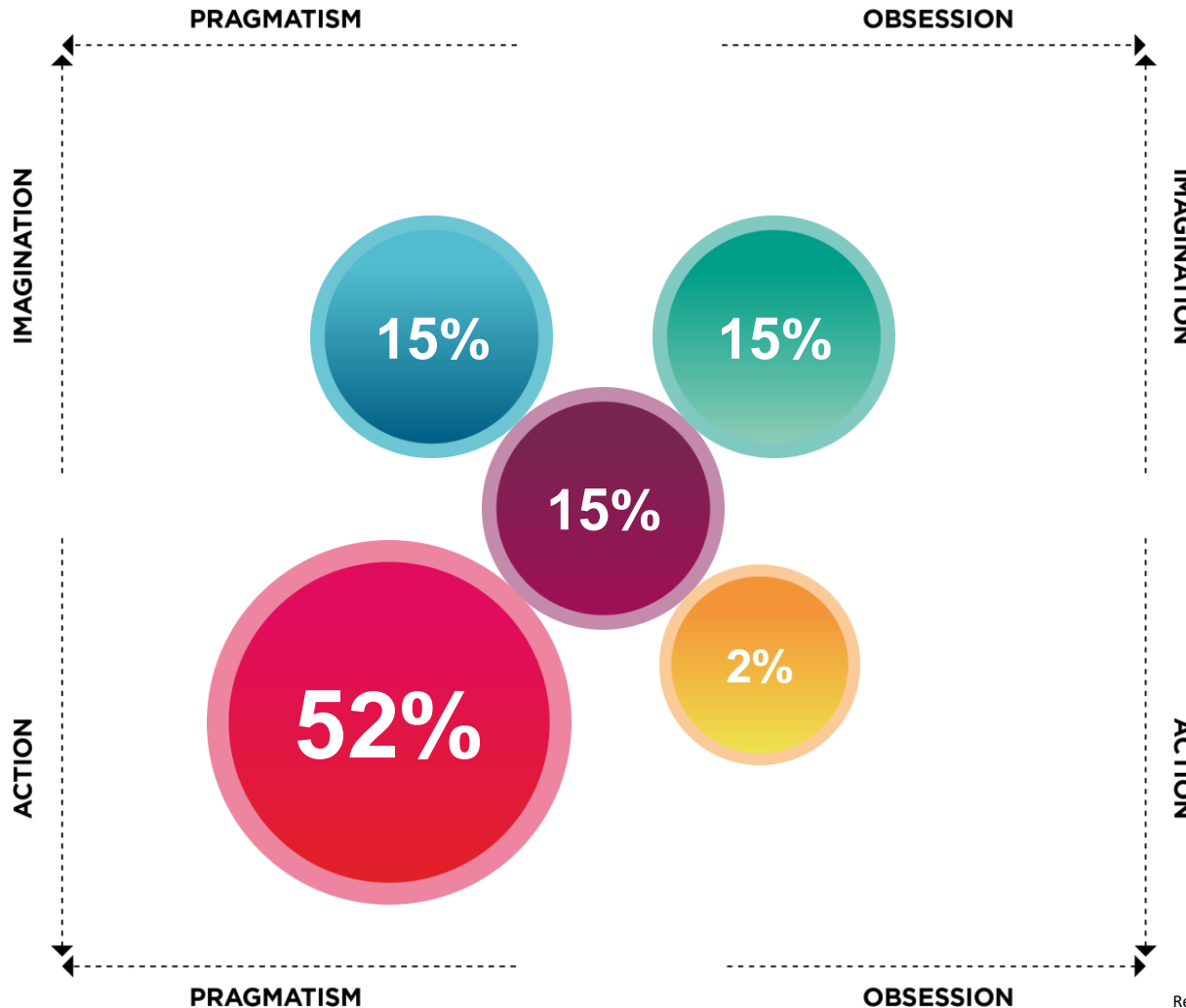
This view is an aggregate of individual GC Index scores of 6 and above across your team.

IMPACT COMBINATIONS

Focusses on the mix of The GC Index Impact Combinations that you have in your team.

This view is an aggregate of the top two individual GC Index scores per person across your team.

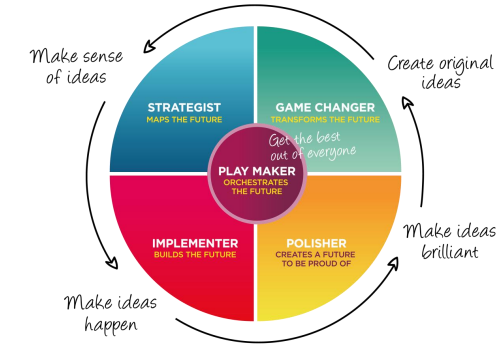
GLOBAL TEAM TEAM PROFILE – INCLUSIVE IMPACT VIEW



INCLUSIVE IMPACT

Includes the highest proclivity of each person in the team and focusses on the collective energy that can be harnessed to deliver the best possible outcomes for the team.

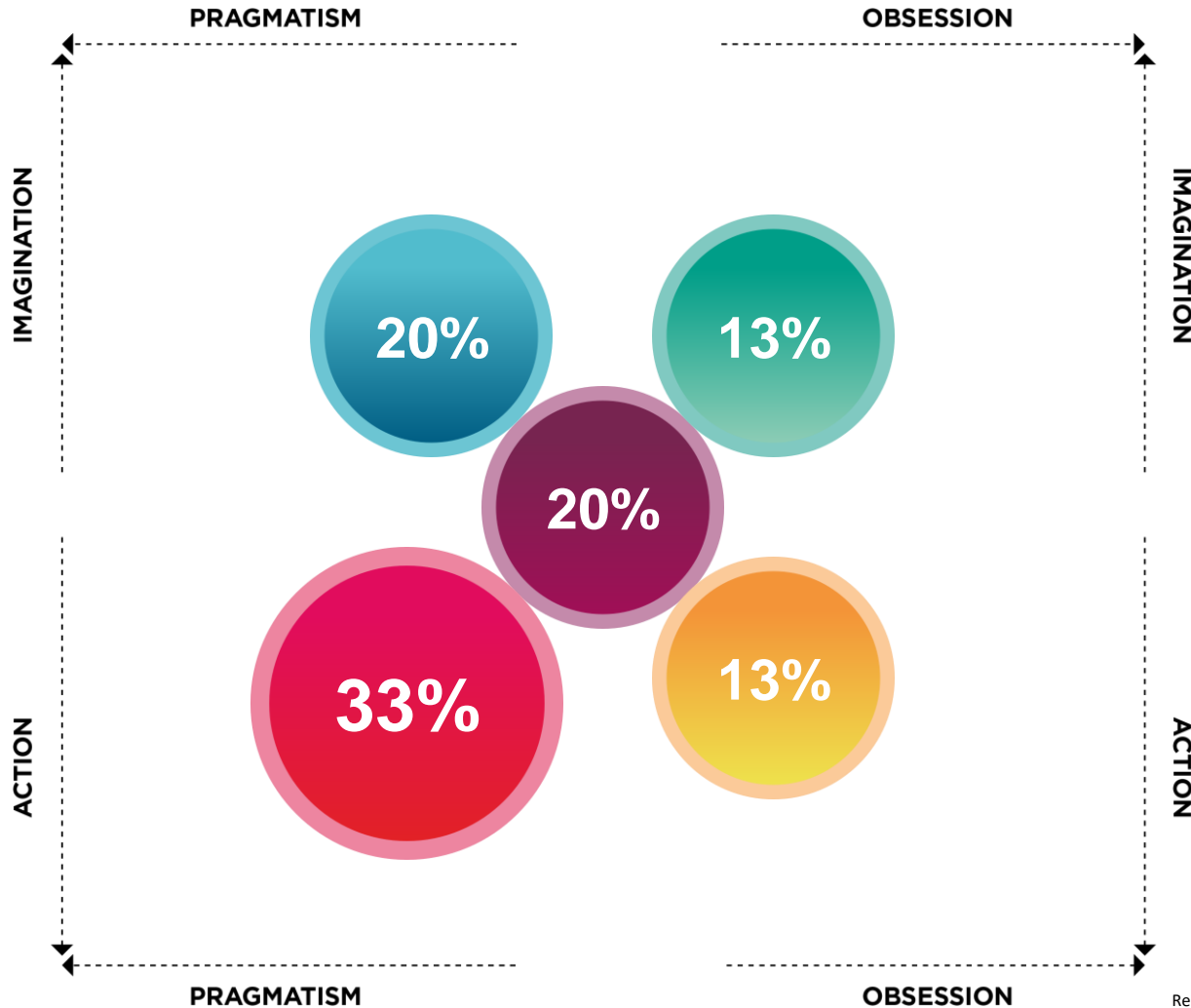
This view is the aggregate of highest individual GC Index scores across your team.



Proclivity	Match %
Play Maker	15.000%
Game Changer	15.000%
Strategist	15.000%
Polisher	2.500%
Implementer	52.500%

Please note: For simplicity we round the proclivity percentages in The GC Index Team Reports to whole numbers. Due to this rounding, a team's proclivity percentages may not always add up to exactly 100 percent. More precise values can be found in the chart above

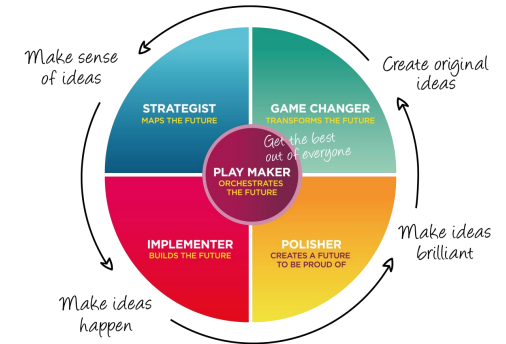
GLOBAL TEAM TEAM PROFILE – POTENTIAL IMPACT VIEW



POTENTIAL IMPACT

Focuses on the energy that could be harnessed to unlock potential across your team.

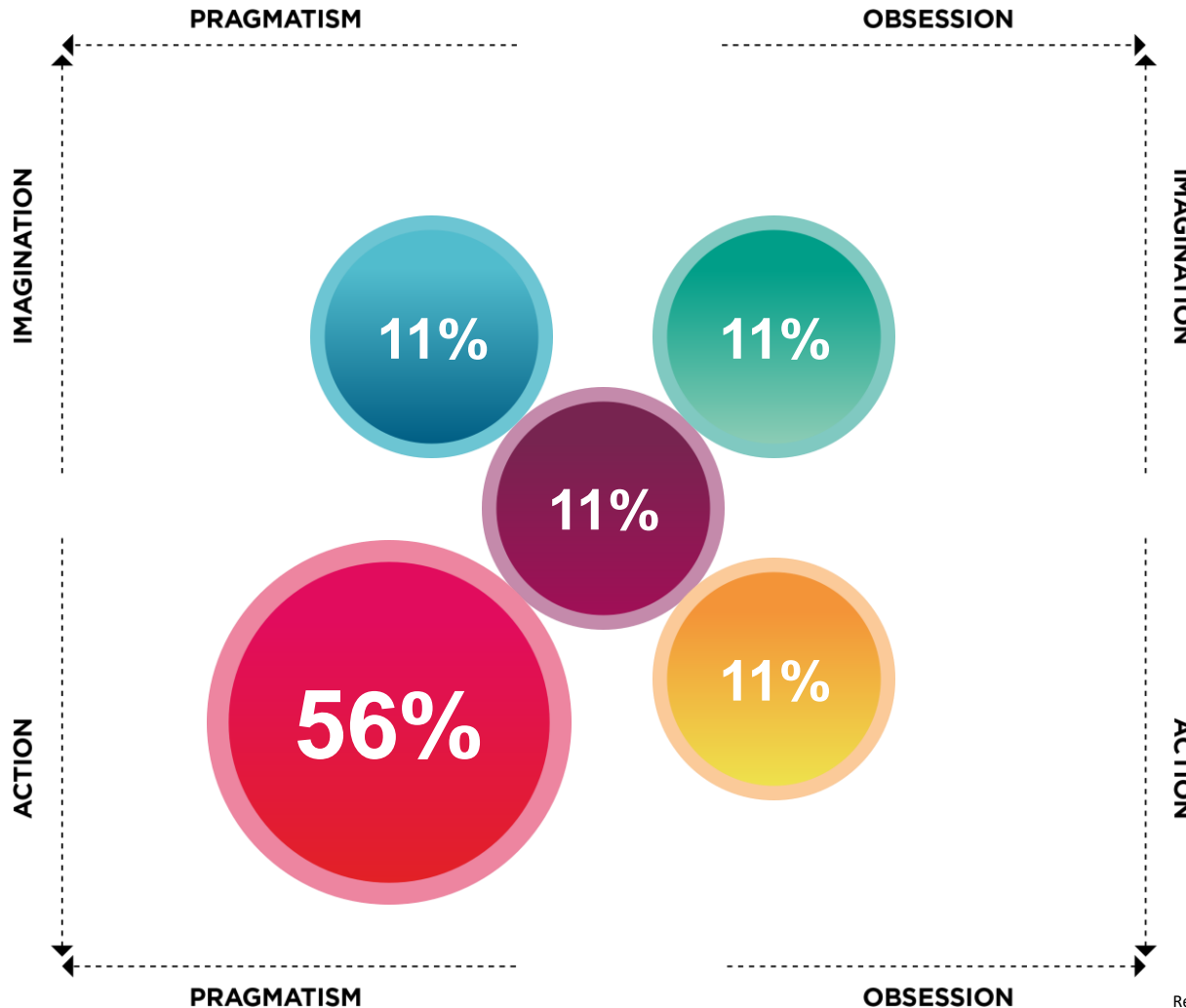
This view is an aggregate of individual GC Index scores of 6 and above across your team.



Proclivity	Match %
Play Maker	20.000%
Game Changer	13.333%
Strategist	20.000%
Polisher	13.333%
Implementer	33.333%

Please note: For simplicity we round the proclivity percentages in The GC Index Team Reports to whole numbers. Due to this rounding, a team's proclivity percentages may not always add up to exactly 100 percent. More precise values can be found in the chart above

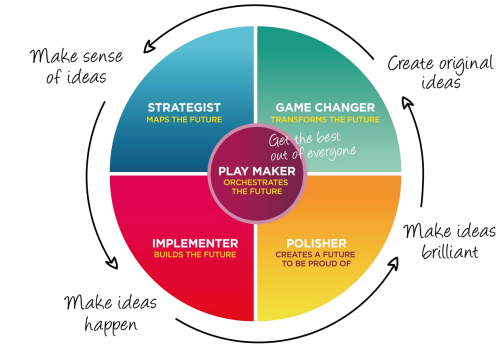
GLOBAL TEAM TEAM PROFILE – DOMINANT IMPACT VIEW



DOMINANT IMPACT

Focusses on the dominant energy within your team and how this can work for the team and potentially how it can work against it.

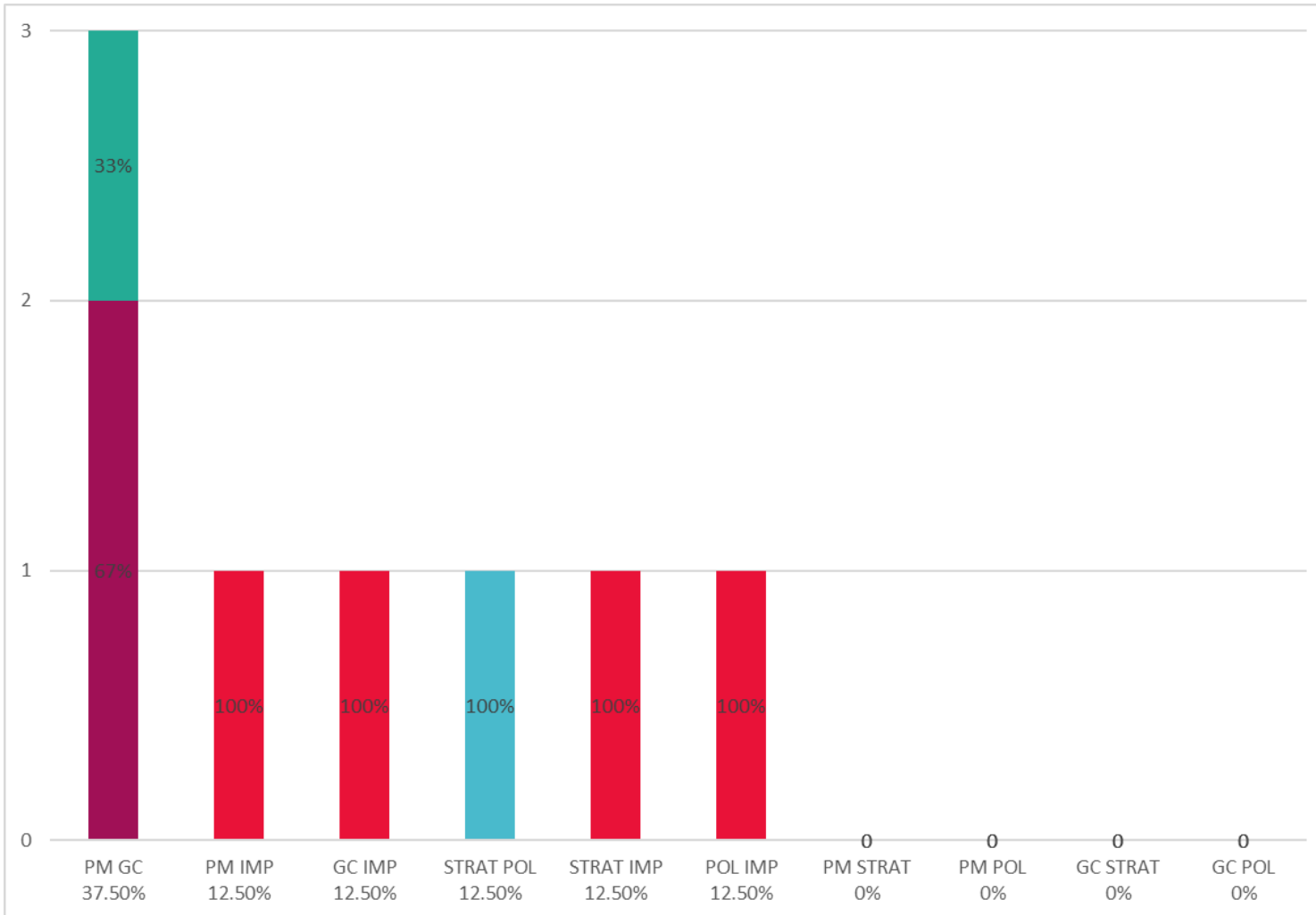
This view is an aggregate of individual GC Index scores of 7 and above across your team.



Proclivity	Match %
Play Maker	11.111%
Game Changer	11.111%
Strategist	11.111%
Polisher	11.111%
Implementer	55.556%

Please note: For simplicity we round the proclivity percentages in The GC Index Team Reports to whole numbers. Due to this rounding, a team's proclivity percentages may not always add up to exactly 100 percent. More precise values can be found in the chart above

GLOBAL TEAM IMPACT COMBINATIONS CHART



IMPACT COMBINATIONS

Focuses on the mix of GC Index Impact Combinations that you have in your team.

This view is an aggregate of the top two individual GC Index scores per person across your team.

- Play Maker
- Game Changer
- Strategist
- Polisher
- Implementer

TEAM PROFILE

HEADLINE OBSERVATIONS

STRENGTHS

This is a very action-oriented team. The team's aggregate profiles (see pages 15-17) suggest a high level of energy for delivering tangible outcomes.

The team's success will reflect its ability to use this energy effectively and efficiently.

Consistent with the team's aggregate profile (see pages 15-17), this is an action-oriented team and this energy for action should be a core strength in GC Index terms.

All team members of the team have a 5+ score for Implementer and/or Polisher: seven have a 5+ score for Implementer while six have a 5+ score for Polisher.

This is a team that will bring energy to getting things done and it is likely, individually and collectively, to feel a strong sense of responsibility for meeting expectations. This is also likely to be reflected in the team's reputation within the business.

Seven of the team have a 5+ score for Strategist. This is a team that is likely to be at its best when the 'why' of action is clear; when people have a shared clarity of purpose, direction and focus.

At the same time, the distribution of Strategist scores (see page 8), suggests that the team will not want to get 'bogged down' in debate. Indeed, it may need to be mindful that an Implementer urgency for action doesn't undermine the quality of team debates.

With four scores of 5+ for Play Maker, this is also a team that has energy for developing a collegiate and collaborative team culture.

TEAM PROFILE

HEADLINE OBSERVATIONS

COMPLEMENTARY RELATIONSHIPS

The team's strongest collective proclivity is Implementer (see pages 15-17).

The team could usefully examine how the other proclivities within the team can complement this focus upon delivery.

Given the strong collective Implementer proclivity for the team (see pages 15-17), this is a team that will want to get things done.

Geographically spread teams can lose focus and become siloed without the 'glue' that creates cohesive effort.

For this team, part of this 'glue' will come from recognising the importance of the Strategist proclivities within the team.

More specifically, seven team members have a Strategist score of 5+ and these individuals will be at their best when the 'why' of action is clear; they will want to feel purposeful in that regard and, in combination with the Implementer proclivity, planful. They will want to be clear about what their stakeholders expect of them.

Given her Strategist/Play Maker proclivities, **NAME A** can play a key role in aligning the team to agreed and shared objectives.

Those in the team with a Play Maker proclivity- 4 scores of 5+ - can also bring energy to building a cohesive team climate within which collaboration is possible.

This newly forming team needs to recognise this Play Maker energy.

There are also seven scores of 5+ for Game Changer. This is a team that will be open to new ideas, especially those, perhaps, that have Implementer applications.

TEAM PROFILE

HEADLINE OBSERVATIONS

INHIBITORS TO SUCCESS

This is a team that will want to be busy (Implementer).

It needs to ensure that it's busy doing the right things at the right time with the right resources.

This is a team that has Implementer energy for action with a focus upon 'good enough' delivery and more so than energy for analysis and debate (Strategist) (see pages 15-17).

Nonetheless, seven of the team have a 5+ score for Strategist and the 'why' of action will be important to them.

Given this, clarity of purpose, direction and priorities will be key to success; priorities will bring focus to action.

Action-oriented teams without this clarity can fragment with people 'doing their own thing'.

The team needs to ensure that its impatience to get things done, doesn't 'squeeze' time for:

- Reviewing, developing and articulating the team's strategy (Strategist).
- Exploring creative and innovative possibilities for improving its services (Game Changer/Polisher) This could frustrate the Game Changers and Polishers in the team if this didn't happen.

The Play Makers in the team (n=4) can play a key role in nurturing a team climate of inclusion and involvement that will help in this regard.

TEAM PROFILE

HEADLINE OBSERVATIONS

LEADERSHIP

NAME A has Game Changer/Play Maker profile.

These proclivities will shape her approach to leading this team.

NAME A has a Game Changer/Play Maker profile.

At her best as a Play Maker, she will bring energy to helping this new team to form.

As a Play Maker/Strategist she will want all teams members to be clear about the team's objectives: the 'what' and the 'why'. She will want the team to be 'bought into' its purpose, mindful of its reputation within the business.

As a Play Maker/Implementer she will want to team to 'pull together' to get things done and to take a collective pride in their performance (Play Maker/Polisher).

Her Game Changer score suggests that she will want the team to be open to new ideas in pursuit of creative practical problem solving but, at the same time, not to become distracted by new ideas.

The team's Implementer energy for action is stronger than its Polisher energy and she may need to help the team to bring Polisher focus to those activities that require innovation, continuous improvement and the 'pursuit of excellence'.

She may also need to help the team to think about how it gets the balance right between being reactive problem solvers (Game Changer/Implementer) and proactive service providers (Strategist/Play Maker).



SECTION 3

**TEAM DEVELOPMENT
/ RECOMMENDATIONS**

TEAM DEVELOPMENT AND RECOMMENDATIONS: EXPLAINED

1

The questions on pages 26-27 are used to help a team bring focus to their effectiveness and development.

2

They are a 'diagnostic starting point' for a team, questions that can be built upon and shaped relative to the team's purpose and function.

3

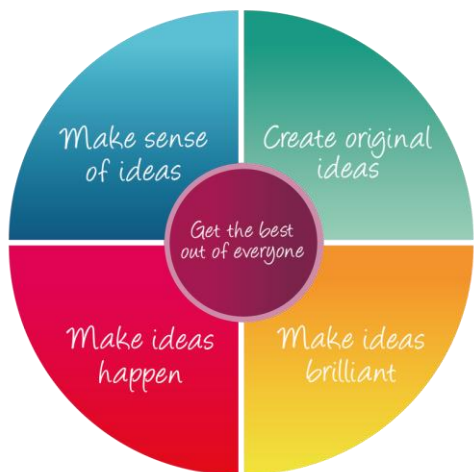
A team explores these questions while focusing upon their individual profiles and the team's aggregate profile.

4

The template on page 29 is designed to capture development actions for the team.

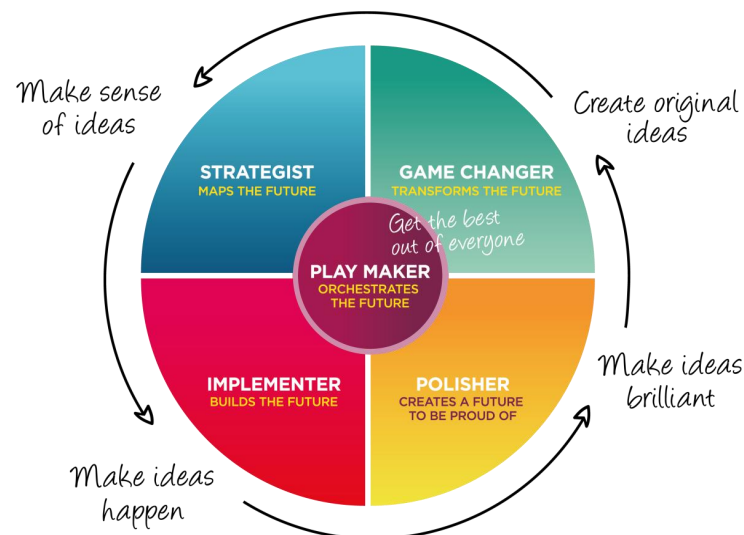
THE INTER-CONNECTED COMPONENTS OF THE GC INDEX

USE THE GC INDEX LANGUAGE TO UNDERSTAND WHAT ACTIVITIES THE TEAM NEEDS TO ENGAGE IN TO ACHIEVE ITS OBJECTIVES. THEN USE THE GC INDEX DATA TO DRIVE CONSTRUCTIVE DEBATE TO MAKE DECISIONS.



GC LANGUAGE

What activities do we need to engage in to achieve our objectives?

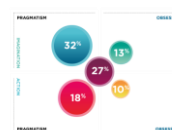


GC DATA

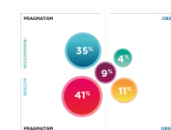
How can our individual and team GC Index profile help or hinder us in achieving our objectives?



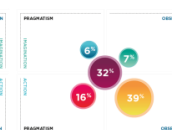
INDIVIDUAL



TEAM



ORGANISATION



AN EXAMPLE QUESTION FRAMEWORK FOR THE TEAM TO EXPLORE

THE TEAM CAN BUILD UPON THESE QUESTIONS OR ASK ITS OWN QUESTIONS RELATIVE TO THE TEAM'S OWN CONTEXT.

STRATEGIST	<p>‘Does this Team see the future challenges for the organisation?’ ‘Can we see how other organisational initiatives/objectives may fit into our plans?’ ‘Is everyone aligned and clear of what they need to deliver?’</p>
GAME CHANGER	<p>‘Do we need to exploit new opportunities?’ ‘Do we need to do some things radically different?’ ‘Do we need to differentiate ourselves from the competition?’</p>
PLAY MAKER	<p>‘Are we getting the best out of everyone in the team?’ ‘Have we engaged our key stakeholders properly?’ ‘Are we leveraging other people across the business to our advantage?’</p>
IMPLEMENTER	<p>‘Do we have the capability to deliver our objectives?’ ‘Do we have a team that is energised by delivering tangible results?’ ‘Are we doing the right tasks at the right time for maximum impact?’</p>
POLISHER	<p>‘Do we spend the time we need to learn from success and failure?’ ‘Are there any areas we must improve/not compromise on?’ ‘Do we over deliver to the detriment of having a fit for purpose solution?’</p>

THE GC INDEX® – TEAM INDIVIDUAL PROFILES REVIEW

QUESTIONS FOR REVIEW WITH THE TEAM LEADER AND/OR TEAM

A focus upon individual profiles with the Team Leader

- Explore the degree to which the Team Leader sees each individual's proclivities manifest at work.
- Explore the degree to which the Team Leader sees their own proclivities facilitating or inhibiting the expression of certain proclivities.
- Help the Leader to explore the implications of their own approach to leadership.
- Explore how the teams Leadership Combination data impacts the team's decision making, communication and collaboration.



TEAM DEVELOPMENT AND RECOMMENDATIONS: THE FOCUS FOR TEAM DEVELOPMENT

	CREATIVITY AND GAME CHANGING	STRATEGIC DIRECTION	IMPLEMENTATION	LEARNING AND INNOVATION	COLLABORATION
THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS	Two of the team have a 6+ Game Changer score. This is a team that has the potential to both harvest and generate transformational ideas and possibilities.	Seven team members have a Strategist score of 5+. The 'why' of action is likely to be important for the team, bringing direction and focus to action.	Consistent with its aggregate profiles (pages 15-17) this is a team that has energy for action. This should be a strength for the team.	Polishers bring rigour to debate and energy to change through 'incremental innovation' and the 'pursuit of excellence'. The team's profile suggests that this could be a strength.	Four team members have a 5+ score for Play Maker. They will have energy for nurturing a team climate of inclusion and collaboration.
WHAT NEEDS TO BE IN PLACE FOR THE TEAM TO BE AT THEIR VERY BEST	The team needs to consider how it can exploit this Game Changer proclivity. It also needs to ensure that a focus upon action doesn't 'squeeze' time for this debate with an urgent focus upon action.	The team's overall Strategist profile suggests that it will not want to over-analyse things; it will not want to get 'bogged down' in strategic debate.	The Implementers in the team, to be at their best, will want to be clear about what's expected of them individually and collectively: 'what are our priorities?'	Given the Implementer profile for the team, there are likely to be tensions between an Implementer focus upon 'good enough' delivery and a Polisher drive for excellence.	Play Maker energy could be part of the cohesive 'glue' for this team, and this may be important for such an action-oriented team.

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	CREATIVITY AND GAME CHANGING	STRATEGIC DIRECTION	IMPLEMENTATION	LEARNING AND INNOVATION	COLLABORATION
THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS					
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CREATIVITY AND GAME CHANGING

THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS

- Two of the team have a 6+ Game Changer score: **NAME D AND F.**
- They will be the most obvious source of creative thinking for the team.
- This is a team then, that has the potential to both harvest and generate transformational ideas and possibilities.
- Moreover, seven of the team have a score of 5 for Game Changer suggesting some energy and openness in the team for new ideas.

WHAT NEEDS TO BE IN PLACE FOR THE GROUP TO BE AT THEIR VERY BEST

- The team needs to consider how it needs to exploit this Game Changer energy in order to achieve its objectives.
- It also needs to ensure that a focus upon action doesn't 'squeeze' time for this debate with an urgent focus upon action.
- The Polishers in the team (2 scores of 6+) may also have energy for building upon creative ideas.

TEAM DEVELOPMENT AND RECOMMENDATIONS: THE FOCUS FOR TEAM DEVELOPMENT

STRATEGIC DIRECTION

THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS

- Three team members have a Strategist score of 6+: **NAME E, F, H.**
- These individuals will want to feel influential when it comes to shaping the team's strategy.
- Moreover, seven team members have a 5+ score for Strategist.
- The 'why' of action is likely to be important for the team, bringing direction and focus to action.

WHAT NEEDS TO BE IN PLACE FOR THE GROUP TO BE AT THEIR VERY BEST

- While the 'why' of action will be important to many team members, the team's aggregate profiles (see pages 15-17) suggest that this is not a team that will want to get 'bogged down' in strategic debates.
- Nonetheless, clarity of strategy will serve to liberate and focus the Implementer energy for action within the team.
- **NAME A** is likely to lead with a focus upon getting clarity of purpose and direction.
- Those with Strategist/Play Maker proclivities can play a key role in aligning the team to shared objectives: **NAME A, B,D AND F.**

TEAM DEVELOPMENT AND RECOMMENDATIONS:

THE FOCUS FOR TEAM DEVELOPMENT

IMPLEMENTATION

THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS

- Seven team members have a 5+ score for Implementer: **NAME A, B, C, E, F, G and H.**
- This energy to get things done should be a strength for the team if focused on the right priorities.
- The team's aggregate profiles (see pages 15-17) suggest that this is a team that is prepared to be responsive when it comes to delivering services and solutions: it may need to get the balance right between being planful and being reactive.

WHAT NEEDS TO BE IN PLACE FOR THE GROUP TO BE AT THEIR VERY BEST

- The Implementers in the team, to be at their best, will want to be clear about what's expected of them : 'what are our priorities?'
- The team need to ensure that this energy for action doesn't undermine the quality of its debates and decision making.
- It also needs to ensure that an impatience for action doesn't lead to siloed behaviours and a lack of appropriate collaboration.
- **NAME A** will play a key leadership role in this regard.

TEAM DEVELOPMENT AND RECOMMENDATIONS: THE FOCUS FOR TEAM DEVELOPMENT

LEARNING AND INNOVATION

THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS

- Two team members have a Polisher score of 6+: **NAME C AND H**.
- The Polishers in the team will want to bring rigour to debate and energy to change through 'incremental innovation' and the 'pursuit of excellence'.
- They may feel frustrated if they feel that standards for delivery are compromised.

WHAT NEEDS TO BE IN PLACE FOR THE GROUP TO BE AT THEIR VERY BEST

- Given the Implementer profile for the team, there are likely to be tensions between an Implementer focus upon 'good enough' delivery and a Polisher drive for excellence at times.
- **NAME A** may need to help the team to manage these possible tensions between 'good enough' delivery and the 'pursuit of excellence'.
- Six team members have a 5+ score for Polisher so there is energy in the team for delivering to the highest standards when needed.

TEAM DEVELOPMENT AND RECOMMENDATIONS: THE FOCUS FOR TEAM DEVELOPMENT

COLLABORATION

THE GC INDEX AGGREGATE STRENGTHS AND LIMITATIONS

- Four team members have a 5+ score for Play Maker: **NAME A, B, D and F.**
- They will have energy for nurturing a team climate of inclusion and collaboration.

WHAT NEEDS TO BE IN PLACE FOR THE GROUP TO BE AT THEIR VERY BEST

- The range of Play Maker scores for the team is 3-7 suggesting that some team members will value a degree of autonomy when it comes to getting things done.
- The Play Maker energy in the team could then, be part of the cohesive 'glue' with a focus upon the collaboration that may be needed to get things done effectively.
- Given her Play Maker proclivity, **NAME A** may want to take a lead in this regard.

GAME CHANGERS BEING THE BEST YOU CAN BE



AT THEIR BEST

GAME CHANGERS, AT THEIR BEST, SEE POSSIBILITIES THAT HAVE THE POTENTIAL TO CHANGE THE LANDSCAPE OF THEIR WORLD.

This could be a musician, artist, or writer whose work influences others for generations. It may be the designer or the inventor whose work is original, not derivative, the amateur chef with original recipes constantly popping into their head.

Game Changers imagine possibilities that others don't, and they engage others with the excitement and the vision of what is possible. Their contribution to the world is one of transformational change rather than incremental change, i.e. they see what might be rather than wanting to improve or change what is.

AS PEOPLE

Game Changers have a need for creative expression. Their creativity coincides with uncensored, seemingly free-associative thinking: they rule things in rather than ruling them out. They allow themselves to imagine, to dream. They don't feel constrained by a need to build upon what has gone before or by 'tried and tested' ways of doing things. They have a way to imagine how things could be and, when they become obsessed with an idea, how things should be.

Game Changers do not see themselves as risk takers. For them, a greater sense of loss and regret will come from not doing something rather than trying to do something. Creativity for them is, to some extent, a manifestation of their identity, of how they see themselves. Given this, being free to express themselves is vital to their sense of wellbeing.

AS LEADERS

Game Changers may often be seen as inflexible, tenacious to the point of being a 'dog with a bone'. Their single-minded nature may mean that they are not seen as open to influence and this will distort relationships for some. At their best, they will lead through the power of ideas and possibilities.

PLAY MAKER

BEING THE BEST YOU CAN BE



AT THEIR BEST

PLAY MAKERS, AT THEIR VERY BEST, INVEST IN THEIR RELATIONSHIPS AT WORK.

Their focus is upon getting things done through the strength of their relationships and through shared endeavour and teamwork. They enable rather than delegate and take pleasure in seeing others shine. They are orchestrators and facilitators who like to get the very best from others.

This could be the team captain who knows how to get the best out of everyone, the marketing person who effortlessly pulls everyone together to put on a wonderful event or the practice manager.

AS PEOPLE

Play Makers believe that once you get the relationships 'right', then things will naturally follow and will get done. They are instinctive 'people gatherers' who are happy for others to be in the spotlight. At their best, they will know what makes people tick and know how to motivate and influence them. This will often reflect a high degree of emotional intelligence. For Play Makers collective achievement is more important than individual glory.

AS LEADERS

Play Makers do not seek to dominate, they are quite the opposite from 'command-and-control' leaders. Their approach is to be involving and inclusive, to facilitate and seek consensus. They use the language of 'we' rather than 'I' and, consistent with this, can seem quite understated at times. At their best, they are able see how people can make a contribution to broader objectives.

By definition, Play Makers value the sort of group cohesion that they believe is necessary to drive performance: 'we are all in this together'. Their inclination is to seek harmony in groups although the skillful ones will not shy away from confrontation, they will manage conflict in such a way that it produces cohesion rather than fragmentation.

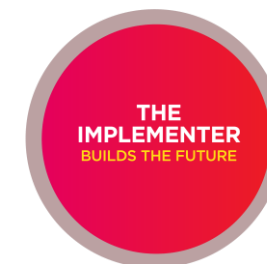
IMPLEMENTERS BEING THE BEST YOU CAN BE

AT THEIR BEST

IMPLEMENTERS, AT THEIR VERY BEST, GET THINGS DONE, THEY DELIVER.

Their philosophy, and practice, is one of practical, pragmatic problem solving. They will often have a reputation as a 'safe pair of hands', someone who can be relied upon to get things done in a dependable way. They are outcome focused and will get things done without being a slave to the process. In groups and teams, they will bring task-focused energy and urgency.

This could be the project manager who needs to deliver outcomes quickly for their client, it could be the tour guide ensuring her guests see as much as they can on her trip or the HR manager who just wants to make things happen.



AS PEOPLE

Implementers are, typically, driven by the satisfaction that comes from tangible achievements. Consistent with this, they will enjoy the challenge of finding ways to do things, finding solutions to practical problems and ways around obstacles. They can be innovative and flexible in the process. Their pragmatism is such that they can accept when an outcome is 'good enough', and 'fit for purpose'.

AS LEADERS

Effective Implementers, as leaders, are typically, high energy people, action and outcome focused. They will tend to 'lead by example' demonstrating resilience to setbacks. They may tend to rely upon others for ideas and broader strategic direction given that their real strength and, valued contribution, is to make things happen.

Nonetheless, effective Implementers need to be able to articulate the 'why' of action as well as the 'how'. They may also need to manage their frustration with analysis paralysis or abstract notions that don't fit with real, operational needs. Effective Implementers will have developed the skills to help others i.e. Strategists to 'test' ideas and turn them into a reality.

POLISHERS BEING THE BEST YOU CAN BE

AT THEIR BEST

POLISHERS EMBODY THE PHILOSOPHY AND PRACTICE OF CONTINUOUS IMPROVEMENT.

They seek to set the standard for excellence within their role and organisation. They can take products, processes and procedures and constantly seek to improve them. They will be able to understand and articulate the commercial, competitive advantage derived from continuous improvement. Consistent with this approach, they will value learning from review: 'what could we do better, differently?'



AS PEOPLE

Within any effective Polisher is a perfectionist nature. They derive energy and satisfaction from taking solutions and developing them to the point of perfection and excellence, maximising their potential. This could be the receptionist constantly striving to have the perfect welcome for their visitors, the branding consultant ensuring that the new product design is the best as it can be before it goes to print or the gardener striving for the perfect lawn.

When it matters most to them, they will struggle to accept 'good enough'. At an extreme, they are obsessive. Their drive for continuous improvement and their striving for excellence will reflect a determined and tenacious nature. It also reflects optimism, the view that something could be better. They will feel most challenged when they have to make a decision that a task is good enough, fit for purpose, when they see possibilities for improvement.

AS LEADERS

They will balance the challenge of 'we can do better' with the support of a 'safe to fail' culture. They will be demanding, setting high expectations for themselves and others. This focus on stretching others will require a sophisticated skill set to do it well. At best, they will inspire people to perform to their very best, at worst, their demanding nature may inhibit others. Their drive can be relentless.



STRATEGISTS BEING THE BEST YOU CAN BE

AT THEIR BEST

STRATEGISTS SEE PATTERNS AND TRENDS IN EVENTS AND DATA.

This could be the chief marketing officer who sees patterns and trends in consumer behaviour, the chief financial officer who sees numerical patterns in a set of accounts or the physician who sees a pattern in a set of symptoms. It could be the individual who sees repeated behaviours within a dysfunctional family.

Strategists ask 'why', they look for links between events and data. They seek to 'fit together the pieces of the jigsaw', to 'join up the dots' in a way that helps them to see the 'bigger picture'. At their best they can bring a logical and analytical mind to making predictions about the future based upon the patterns of the past.

AS PEOPLE

Strategists like to make sense of their world. They tend to assume a causality between events that leads them to ask: 'how are these events related?' and to postulate: 'if this, then this.' This approach helps them to bring some structure to their world, to bring, at times, order from apparent chaos or arbitrariness. Making sense of things is often the basis for action; it will bring purpose, energy and focus to action

AS LEADERS

Strategists will lead with possibilities that are a product of what has gone before. They will present their ideas in a way that engages others and mobilises action. They will bring optimism and energy to a fundamental human need to predict the future by mastering the present. Ideas will become strategies, strategies will become plans of action, and action will help people to feel potent.

FURTHER NOTES

THANK YOU



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